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DD/A Registry

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DDA 76-4324

26 August 1976

MEMORANDUM FOR: DDA Office Directors and Staff Chiefs

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Inspector General Review of the  
Directorate of Administration

1. The purpose of this memorandum is to alert you to the fact that on or about 27 August 1976, the Inspector General will begin a special, or Phase I, survey of this Directorate which will include all the Offices and Staffs except the Offices of Security and Personnel. These latter two Offices may be contacted in connection with other matters developed during the course of the survey. The same type of inspection is being done in the other Directorates as well. This inspection should be completed by mid-December. The Inspection Team will consist of Messrs. [REDACTED]

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2. The purpose is (a) to ensure within a three to four month time frame that the Directorate is in compliance with Executive Order 11905, [REDACTED] and other relevant laws and regulations; (b) to lend advice and assistance in devising systems by which the Directorate may keep itself apprised of problem areas with regard to compliance with laws and regulations; and (c) to establish future traditional inspection schedules based on components and issues which warrant review.

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3. This effort is meant to be a collaborative and constructive one which recognizes that the orders, regulations and laws which have been promulgated since the Rockefeller Report and the Senate Select Committee investigations place a certain burden of timely compliance on the Directorates. This initial inspection is not the in-depth traditional type inspection. What should emerge from this is a better understanding of the laws and regulations by which we must be guided and help suggest systems within the Directorate to assure continuing compliance.

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4. During the same time period an additional Inspection Team, composed of Mr. [REDACTED] will be investigating the issue-related subject of the Agency's relationship with the business sector. As part of this survey, they will be investigating the Agency's contractual relationships, agreements and any special arrangements with the business sector. Close coordination will be maintained between the DDA Phase I survey and the survey of Agency relations with private business organizations so as to avoid repetitive inquiries.

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[REDACTED]

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John F. Blake

cc: D/OC  
D/DP  
D/OF  
D/OL  
D/OMS  
D/OP  
D/OS  
D/OTR  
EO-DDA  
AI-DDA  
C/M&AS

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7 September 1976

MEMORANDUM FOR THE RECORD

SUBJECT: IG Team Phase I Visit to Management and  
Assessment Staff (MAS) Re Compliance With  
Executive Order 11905 and Legal Requirements

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1. Messrs. [REDACTED], IG Staff, met with Ms. [REDACTED] DDA/MAS, on this date as part of the current IG review of Agency activities to assure compliance with Executive Order 11905, [REDACTED] and other relevant laws and regulations.

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2. In response to Mr. [REDACTED] questions regarding the functions of MAS and its role in the O/DDA, Ms. [REDACTED] outlined the organization of O/DDA and described the present and planned activities of MAS. Ms. [REDACTED] described the importance of MBO in managing the DDA and MAS' role in supporting this program (i.e., schedule and chair meetings, prepare agenda of discussion items, and follow up on items of particular interest to DD/A).

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3. Ms. [REDACTED] also discussed the related program of establishing positive indicators by which each Office could measure the effectiveness of their operation. Examples offered were those of (a) OC, which amasses a variety of statistics against which subjective questions may be asked, and (b) OF's system which is built around productivity measurements with built-in "negative" indicators.

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4. Mr. [REDACTED] appeared to be particularly interested in this system of "built-in" quality control and inquired as to its relationship to MBO and its effectiveness. He also raised several questions concerning objectives; i.e., what is the criteria for establishing DCI-level versus Directorate-level objectives, how objectives are worded and acted upon, etc. Both gentlemen leafed through the proposed FY 1977 objectives and reviewed a typical action plan.

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5. Ms. [REDACTED] also spoke of the current emphasis by the DD/A on communication -- both vertically and laterally -- within the Directorate. Several of the methods being used within DD/A components, the MBO program itself, and the Exchange publication, were among the examples cited.

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6. In conclusion, Mr. [REDACTED] specifically made reference to the Staff's compliance with E.O. 11905 and legal requirements. It was agreed that the nature of the Staff's functions are such that the question of compliance was not applicable.

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[REDACTED]  
DDA/MAS

~~Recommendation~~  
#1 - Page

Recommendation #6  
Have done in the  
inquiries -

Recommendation #7  
Pages attached

Recommendation #9  
Have done - OCC report -  
pages attached

Recommendation #10  
- H.G. has already done it -  
see Appendix

Recommendation #14

Don't stuff anything - get it I.G.

Recommendation #19

Underway